August 1, 1979

Dear Mr. Wortman:

I very much enjoyed having lunch with you last week. Thank you.

STAT   Also enjoyed your remarks at [   ] luncheon and have since been busy thinking about how your percentage figures could be improved.

I have noted the following: one way to guarantee an employee's promotability is to make sure that he has headroom in his position. Many women (at all grade levels) are in positions with no headroom, thus thwarting chances at further advancement. When she applies for a different job, she is told she lacks experience in that field, whereas male candidates are more likely to be given the opportunity to "meet the challenges of a new field".

What to do? Could managers/supervisors be told to place a number of women who meet certain criteria in positions that offer at least one grade increase?

It has been my observation that the wording of fitness reports and of panel comments when applied to women tends to be paternalistic. Terms applied to men tend to be more descriptive of how well the individual meets the challenges of the job.

What to do? You might want to look at a number of files yourself. Or, have the Office of Personnel, or the Psychological staff do a brief study.

The vacancy notice system is still not functioning. Many vacancies are being filled by "friends of friends". This despite the DCI's best efforts.

What to do? Enforce, enforce, enforce. That's a rough one! You might want to consider having offices list all candidates who applied for the job and the reasons he or she was not selected. It would then provide you with a vehicle for asking questions about the selection process. It might work!

STAT

Attached is copy of a memo I sent to [   ] last year. It contains a few more ideas for your consideration.

Also attached is a newspaper article on Foreign Service wives which again might have application or impact on the Agency.

Again, thank you.

STAT

P.S.   I will be happy to discuss any of these "ideas" further with you if you feel any have possible application.